



**INSPECTOR GENERAL
DEPARTMENT OF DEFENSE
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JAN 21 2003

**MEMORANDUM FOR CIVILIAN AND MILITARY PERSONNEL EMPLOYED BY
AND ASSIGNED TO THE OFFICE OF THE INSPECTOR
GENERAL OF THE DEPARTMENT OF DEFENSE**

SUBJECT: Office of Inspector General Leadership Standards

As civilian and military personnel employed by and assigned to the Office of the Inspector General of the Department of Defense, we have been entrusted with important and special obligations. These include the obligation to understand and adhere to standards established for all those who serve in federal offices of inspector general. The basic premise for these standards, as articulated by the President's Council on Integrity and Efficiency, is that:

"Public office carries with it a responsibility to apply public resources economically, efficiently, and effectively. The offices of Inspector General carry an additional public responsibility. The nature of their activities creates a special need for high standards of professionalism and integrity." [Quality Standards for Federal Offices of Inspector General (1986)]

Because we have a special responsibility for oversight of statutes, directives and policies critical to the national defense and to the welfare of soldiers, sailors, airmen, marines, and civilian employees of the Department of Defense as we carry out the national defense, we are further obligated to adhere to high standards in our personal conduct. These standards are best articulated in the standards of exemplary conduct Congress has prescribed for the Armed Forces:

"All commanding officers and others in authority in the naval service are required to show in themselves a good example of virtue, honor, patriotism, and subordination; to be vigilant in inspecting the conduct of all persons who are placed under this command; to guard against and suppress all dissolute and immoral practices, and to correct, according to the laws and regulations of the Navy, all persons who are guilty of them; and to take all necessary and proper measures, under the laws, regulations, and customs of the naval service, to promote and safeguard the morale, the physical well-being, and the general welfare of the officers and enlisted persons under their command or charge." [10 United States Code § 5947 - similar provisions at 10 U.S.C. § 3583 (Army) and 10 U.S.C. § 8583 (Air Force)]

My intent in issuing this memorandum is not to establish new standards for our conduct but rather to clarify existing standards – leadership standards I expect every individual employed by or assigned to the Office of the Inspector General to make a concerted effort to honor. Meeting these standards is essential to the credibility of our investigations into allegations of misconduct within the Department of Defense, as well as our advisory reports to the Services, the Defense Agencies, the Secretary of Defense, and the Congress. Failing to meet them will disserve both our institutional commitment and our personal obligation to the Secretary of Defense, the Congress, the Constitution, and our fellow Americans.

Joseph E. Schmitz